

The Five Dysfunctions of a Team

Pat Lencioni, Friday, 2:15-4:30 pm

Books by Pat Lencioni

The Five Temptations of a CEO

The Four Obsessions of an Extraordinary Executive

The Five Dysfunctions of a TEAM

Teamwork

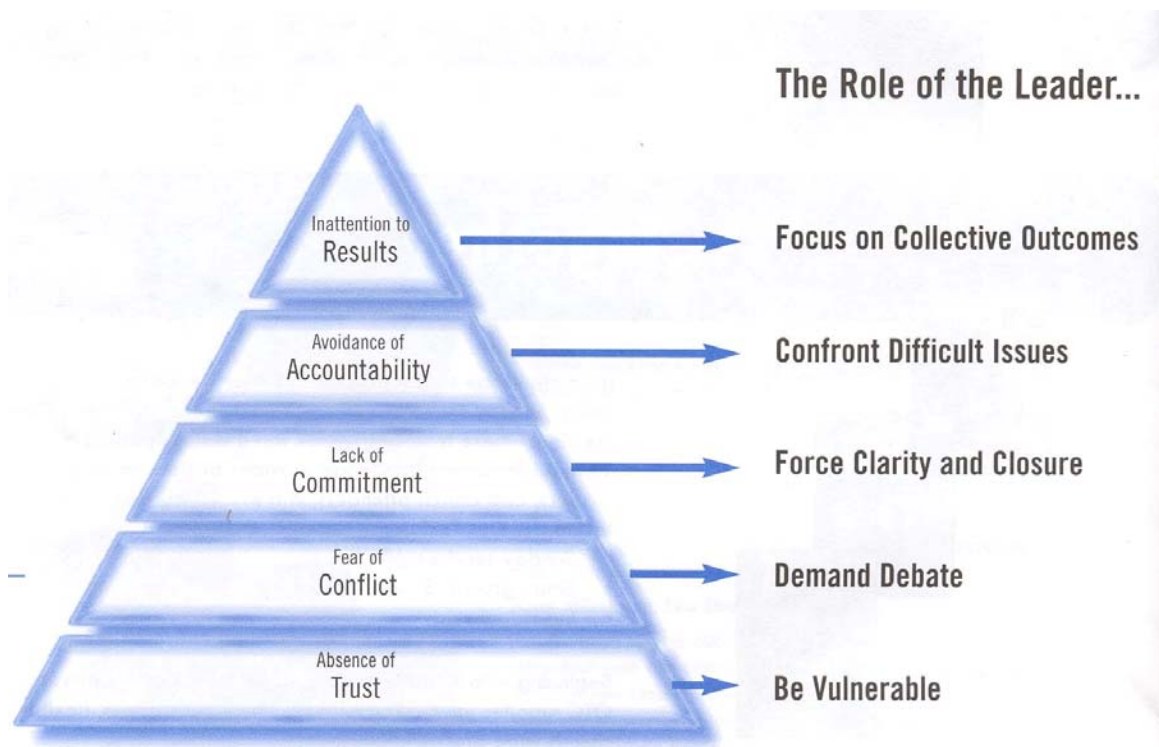
Leadership and leading teams.

Leadership is so important.

But in the context of those who report to you.

“I don’t really like managing my team.” If so, you are done.

How to be leaders of your staff team.



1st dysfunction of a Team - *The Absence of a Trust*

The fear to be vulnerable with team members prevents the building of trust within the team.

Vulnerability based trust. We have to help people get vulnerable.

I'm sorry. I was wrong. I need your help.

If just one member of the team has a problem with trust it affects the whole team.

Whatever she said, people learned not to comment on. If someone did she would defend herself.

We have to work with people to help them understand this.

If you deal with this you can roll up your sleeve and get work done faster, make decisions faster and better.

The role of the leader is to be vulnerable.

First, the leader has to set the stage by being open and vulnerable first.

Can your people be smarter than you and be better than you?

As leaders we have to understand the power of that.

People will follow leaders into fire if they are honest, vulnerable and

But you can't fake it. If you are, you will be caught!

Do not fake it. If it isn't painful in the moment don't do it.

Trust is based on vulnerability.

Why is it so important? Because, without trust we can't go to the next level.

2nd dysfunction of a Team - *Fear of conflict!*

The desire to preserve artificial harmony stifles the occurrence of productive, ideological conflict.

Trust is the only way you get people to weigh in with each other on issues that count.

I'm not talking about personal issues here. I'm talking about ideological issues.

In organizations where we are here to do great work, conflict is critical!

We need to have this conflict up front instead of underlying and underground.

ILL: Japanese – suck through their teeth.

ILL: Cartoon “Good morning” “To heck with you”

What is your culture of conflict! You have to understand your culture.

Are people on your team holding back.

Are people on your team choosing your battles!

Holding back and hesitantly choosing battles is for political situations, but not for ministry teams.

A good team looks funky from the outside.

If your team doesn't look wacky there is something wrong.

Conflict: the most important place for conflict to happen is in meetings.

When you are a manager, going to meetings is what we do.

The problem is that we go to too many bad meetings, not that we go to meetings.

Meetings:

What makes a great movie is conflict. There is something we care about.

What makes a great meeting is conflict – something you care about!

Meetings should be more interesting than movies.

Movies are completely passive.

Meetings are not. They are interactive and relevant. You will have to do something as a result.

Meetings should matter.

The most important part of a meeting is the first 10 minutes of a movie are the most important.

The first 10 minutes of your meetings have to be great!

The most boring meeting – a budget review!

How would you make this interesting? Be creative and tie to your objectives.

Our competitors would love for us to get this wrong.

We as leaders must get better at this.
TS: Conflict is important because it helps us avoid the next dysfunction.

3rd Dysfunction: Lack of Commitment

The lack of clarity and / or a fear of being wrong prevents team members from making decisions in a timely and definitive way.

Humans are reasonable. The truth is that if you can get your team to stand on a seat and weigh in on something then

By not having conflict we are inviting them to passivity and to bring this up again and again.
Very critical. How often do we fail to get real commitment from people?

Gender is so far down the list of issues.
We get distracted with this. But I don't think it is an issue.

Why is commitment so important?

Because if we do not the next dysfunction of a team becomes a problem.

4th Dysfunction: Avoidance of Accountability

The need to avoid interpersonal discomfort prevents team members from holding one another accountable for their behaviors.

I'm talking about peer to peer accountability!
The thought of letting down your peers is a very strong force in the workplace.
If I am a leader of a team...

We have to get peers to hold each other accountable!
I do not like to hold people accountable.
Among senior leaders the harder it is for them to do so.
The people you have to hold accountable are your peers.

Stories to illustrate:
Holding people accountable for their behavior!
"The way you are treating people is going to fail"

We have to have courage to enter accountability!

I do not like to hold people accountable.
"You can't do this any more and here are the consequences."

TS: Why is this important? Because we fall prey to the 5th dysfunction of a team

5th Dysfunction: Inattention to Results!

The desire for individual credit erodes the focus on collective success

People will pay attention to other results if you do not hold people accountable.
Their department, their career, their...

What is your #1 team?

You got to pick the members of your team.
They are loyal to you.

Is team #1 the top team you are a member of or the team you lead? VIP VIP VIP

The organization that is effective have to make the top team, team number 1.

Member of a team vs being the leader of a team!

Team # 1 is the top team.

The other teams are teams you lead.

If the top team is not team #1 then it isn't about the team, it is about me!

Chicago Bulls player, Kukoch – “If I’m not going to make the last shot then I’m not going out there.”

Churches have to be more results obsessed too!

The bottom line is whatever you measure success as.

Break: Team Assessment exercise – see the exercise at the end...

Back again

Bill Hybel’s book on leadership

Hot seat exercise.

The personal history exercise

The more you can understand one another the more you can avoid the internal attribution error and see it more as an external attribution issue (environment).

Myers Briggs = a vocabulary to saying I’m not good at these three things.

Conflict:

You can not afford not to have conflict in your organization!

You must debate the pros and cons of issues. We are not being “Ctn” by not disagreeing.

We must make our ministries better and have good results!

Here’s a little exercise!

We have a conflict issue.

It is my fault.

1st time someone disagrees – interrupt and say, “this is really good”

They drive back in with real time permission to engage in conflict.

Mined for conflict in your meetings!

“Wait a minute, I think you two disagree.”

“I’m so glad you made us talk about this issue.”

The only thing worse than talking about it is not talking about it.

Commitment

This is related to conflict as well.

At the end of every meeting – we have 5 minutes

We are going to agree on what we’ve agreed on!

Write it on the board!

Commitment and cascading communication!

We've agreed on these 5 things and we have to go out and tell everyone on our team within 24 hours. And the next level within 24 hours.

The most effective form of communication in an organization is rumors.
So share some good rumors.

Accountability

We have to enter the danger zone.
You have to walk right into that. If you don't it will come back to haunt you.
And, if you do enter it, it will be liberating.

Tell your staff you are bad at this! I love to give positive feedback. But I think there are a couple of things that you are bad at.

Your people know that it serves them to be clear with them.
Realize that when you fail to hold them accountable do not let yourself function under the assumption that you are holding back for their good. Ultimately, holding back is a selfish act. "I don't want them to feel uncomfortable" is not true.

Results

Quantify as much as possible and then hold people accountable for that!
Make your goal public and make them few.

Most of the time I know what to do.
I just lack guts!
Even after 30 years I still lack guts!
Conflict is scary.
Holding people accountable is difficult! We have to talk about bad results!
We have to learn to do these things and do them better.

The cause that you folks are all about demands the highest level of teamwork!
In the marketplace, the results are just money.

In the ministry the results are people's lives and destinies!

Get the book. Have everyone go through it chapter by chapter!

We are going to get better at this! Radically loving
Experiencing deep community And yet being very effective as a team.

Team Assessment: Use the scale below to indicate how each statement applies to your team. Be sure to evaluate the statements honestly and without over-thinking your answers.

Scale: 3 = Usually 2 = Sometimes 1 = Rarely

- _____ 1. Team members are passionate and unguarded in their discussion of issues.
- _____ 2. Team members call out one another's deficiencies or unproductive behaviors.
- _____ 3. Team members know what their peers are working on and how they contribute to the collective good of the team.
- _____ 4. Team members quickly and genuinely apologize to one another when they say or do something inappropriate or possibly damaging to the team.
- _____ 5. Team members willingly make sacrifices (such as budget, turf, headcount) in their departments or areas of expertise for the good of the team.
- _____ 6. Team members openly admit their weaknesses and mistakes.
- _____ 7. Team meetings are compelling and not boring.
- _____ 8. Team members leave meetings confident that their peers are completely committed to the decisions that were agreed upon, even if there was initial disagreement.
- _____ 9. Morale is significantly affected by the failure to achieve team goals.
- _____ 10. During team meetings, the most important - and difficult - issues are put on the table to be resolved.
- _____ 11. Team members are deeply concerned about the prospect of letting down their peers.
- _____ 12. Team members know about one another's personal lives and are comfortable discussing them.
- _____ 13. Team members end discussions with clear and specific resolutions and calls to action.
- _____ 14. Team members challenge one another about their plans and approaches.
- _____ 15. Team members are slow to seek credit for their own contributions, but quick to point out those of others.

Scoring: Add your scores for the 15 statements as indicated below.

Dysfunction #1: Absence of Trust	Dysfunction #2: Fear of Conflict	Dysfunction #3: Lack of Commitment	Dysfunction #4: Avoidance of Accountability	Dysfunction #5: Inattention to Results
Question 4: _____	Question 1: _____	Question 3: _____	Question 2: _____	Question 5: _____
Question 6: _____	Question 7: _____	Question 8: _____	Question 11: _____	Question 9: _____
Question 12: _____	Question 10: _____	Question 13: _____	Question 14: _____	Question 15: _____
Total: _____	Total: _____	Total: _____	Total: _____	Total: _____

A score of 8-9 is a probable indication that the dysfunction is not a problem for your team.

A score of 6-7 indicates that the dysfunction could be a problem.

A score of 3-5 is an indication that the dysfunction needs to be addressed.

Overcoming The Five Dysfunctions

Dysfunction # 1: ABSENCE OF TRUST

Strategy for Overcoming:

- Identify and discuss individual strengths and weaknesses
- Spend considerable time in face-to-face meetings and working sessions

Dysfunction # 2: FEAR OF CONFLICT

Strategy for Overcoming:

- Acknowledge that conflict is required for productive meetings
- Establish common ground rules for engaging in conflict
- Understand individual team member's natural conflict styles

Dysfunction # 3: LACK OF COMMITMENT

Strategy for Overcoming:

- Review commitments at the end of each meeting to ensure all team members are aligned
- Adopt a "disagree and commit" mentality—make sure all team members are committed regardless of initial disagreements

Dysfunction # 4: AVOIDANCE OF ACCOUNTABILITY

Strategy for Overcoming:

- Explicitly communicate goals and standards of behavior
- Regularly discuss performance versus goals and standards

Dysfunction # 5: INATTENTION TO RESULTS

Strategy for Overcoming:

- Keep the team focused on tangible group goals
- Reward individuals based on team goals and collective success

Visit www.tablegroup.com for a more rigorous analysis of a team's unique strengths and weaknesses and specific recommendations for overcoming potential team dysfunction.